



Rritje Albania/ Competitive Enterprise Development (Rritje Albania)

PERFORMANCE-BASED MONITORING PLAN
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A. INTRODUCTION

The Rritje Albania/ Competitive Enterprise Development project falls under USAID's Program Area of Economic Growth, Private Sector Competitiveness Program Element. The RFP and contract for Rritje Albania laid out the results expected in each of the three main components of the project, through a total of 35 performance indicators. In addition to these project indicators, the USAID/ Albania Economic Growth team reported on nine indicators, only three of which were included or directly calculated through the project performance indicators. Reducing the number of performance indicators is crucial for results-based management. During the first year of implementation, the project management revised the Results Framework to align Rritje Albania expected results and performance indicators with USAID's Economic Growth Results Framework. As a result, the project has the following number of indicators:

- **5 Impact (outcome-level) indicators** – three of these indicators are reported to the US government.
- **11 Project Intermediate Result (output-level) indicators** – nine of these indicators are reported to the US government.
- **12 Key Result Area (input-level) indicators** – six of these indicators are reported to the US government.

The following document details the plans of Rritje Albania to collect and analyze data, ensure data quality, report and document results.

B. PROGRAM SYNOPSIS and RESULTS FRAMEWORK

The objective of Rritje Albania is to strengthen the growth and competitiveness of non-agricultural enterprises. The project has three main components, which correspond to Intermediate Results (PIR) in the USAID Economic Growth Results Framework:

PIR1: Trade and Investment Capacity Strengthened

The three Key Result Areas (KRAs) of this component are:

1. *Trade and investment knowledge and skills improved;*
2. *Compliance with international standards and regulations improved;*
3. *Access to financial services improved.*

The focus of training events, short-term technical assistance, and other programmatic support given under this component aims to prepare Albanian companies to better understand the demand and markets for their products, meet their standards and requirements, and access the necessary financial products and services they need to penetrate new markets. The in-depth business needs surveys conducted with potential client enterprises in year one will be used as the baseline for quantifying results in this component. In year two, the Monitoring and Evaluation officer will update the profiles of assisted enterprise to measure and assess the quality of improvements in their trade and investment capacity.

PIR2: Private Enterprise Productivity

The two KRAs of this component are

1. *Knowledge of productivity-enhancing technology improved;*
2. *Knowledge of best management practices improved.*

To meet increasing demand from domestic and export markets, Albanian enterprises must become more productive. To that end, improved applications of technology and management practices are the two main areas of Rritje Albania's focus. In cooperation with industry experts, Rritje Albania has identified industry-specific and cross-sector areas for improvement. The annual update of client enterprise profiles will also assess and quantify progress they have made in areas of technology applications and management practices.

PIR3: Workforce Development Improved

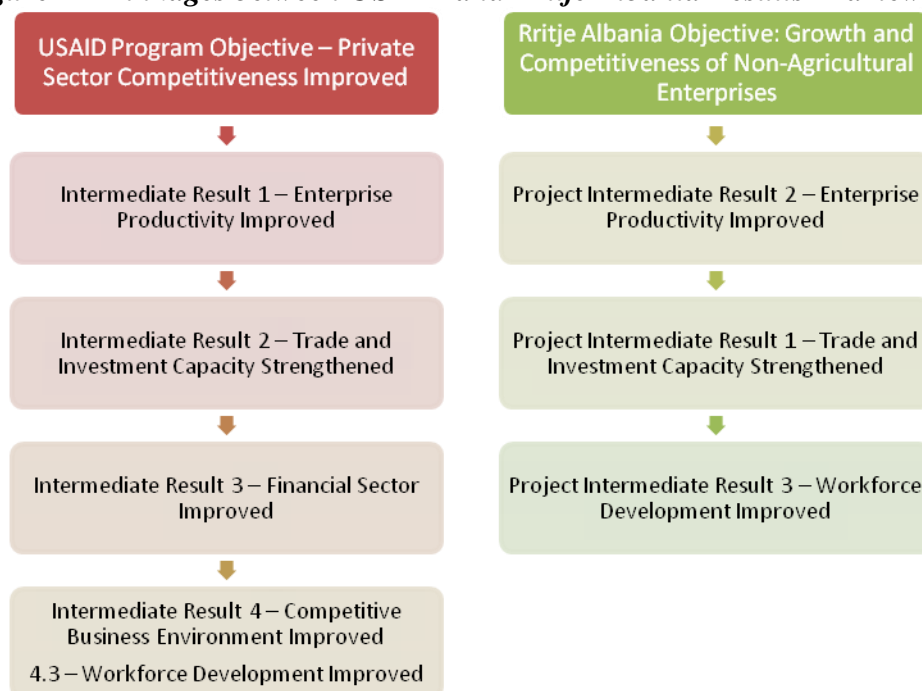
The KRAs of this component is:

1. *Effectiveness of pre-employment, technical/ vocational training programs improved.*

The component of workforce development is a sub-intermediate result of USAID's Economic Growth program element of Competitive Business Environment Improved. The main proposed element in this area is the number of programs: pre-employment, vocational and technical training, which are supported by Rritje Albania to ensure that the needs of the private sector are better-met by the current and future available labor force.

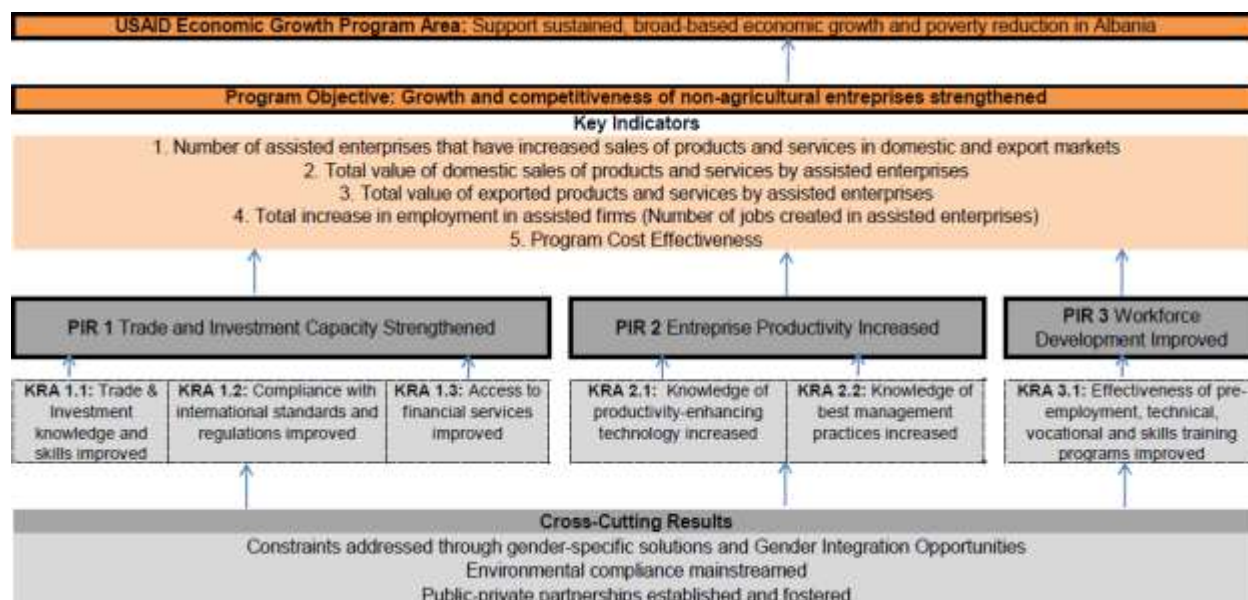
The following figure shows the linkages between the Result Framework of USAID and that of Rritje Albania.

Figure 1 – Linkages between USAID and Rritje Albania Results Frameworks



Following the adaption needed to align Rritje Albania results framework and indicators with the USAID Economic Growth framework, the project's Result Framework is presented below showing the logical hierarchy between input, output and outcome-level results.

Figure 2 – REVISED Rritje Albania Results Framework



C. APPROACH TO MONITORING, EVALUATION, ANALYSIS, AND COMMUNICATION

The strength of monitoring and evaluation lies in its ability to provide timely performance information, which is essential to manage for results and to maximize project performance. This goal recognizes that elements of the work plan will require adjustments over time to respond to evolving conditions. The following represent the key principles that underlie our approach to project monitoring:

Results-oriented – The Results Framework (in Figure 2) links the project work plan and the performance-based monitoring plan together. Work plan activities are designed to achieve the agreed-upon results displayed in the results framework, and M&E indicators measure the progress towards successful achievement of those results. Input and output level indicators are linked logically to each other through cause-and-effect relationships. The long term results of the project are measured through the impact-level indicators. Based on implementation of year one activities, a proposal to USAID is being prepared to revise the Results Framework to ensure that indicators are measuring discrete but related results that are logically linked from the input to output to outcome/ impact level.

Collaborative – The implementation of the M&E system involves not only the monitoring and evaluation officer but the chief of party and the technical team (the business advisors, the trade and investment advisor, and the workforce development team). This is necessary for several reasons:

Efficiency. The Rritje Albania technical team members have first-hand knowledge of activities and immediate results in their areas of work and are best suited to collect and conduct initial verification of basic M&E data on their respective clients.

Ownership. Through their involvement in the M&E system, the system belongs to the entire team. This will ensure that the information generated is relevant to and consistent with the interests of the entire team and Rritje Albania partners.

Feedback. Having collected and analyzed M&E information, the Rritje Albania technical team members will have first-hand information on project progress and will be able to use M&E information to guide program implementation.

Management. Accurate, reliable, and timely M&E is essential to effective management. Integrity of data and cross-checking of information by both technical and management teams are therefore essential to program design.

Rritje Albania's M&E system strives to not be a data collection burden for project staff and partners, but targets data collection primarily on activities directly implemented by the project and its partners and the direct impacts of those activities. This principle of manageable interest ensures that the Rritje Albania M&E system reports only those results that are within the project's ability to influence. We will also capture secondary impacts where feasible and useful. The chief of party and M&E officer provide regular training and support to technical staff to ensure accurate and regular data collection.

Active Dissemination of Results Rritje Albania will not only collect impact and performance data; it will also add value to the raw data by performing analysis and providing context for data interpretation, thereby transforming data into information. In order to plan and manage for results, the process of M&E is consistently integrated into all facets of implementing Rritje Albania. The regular collection, analysis and review of results contribute to:

- Best Practices – Identify and replicate successful approaches to improve the performance and effectiveness of specific activities;
- Lessons Learned – Document results of interventions and revise the approach as needed, plan new objectives, results packages and activities based on results. This also includes management on whether to abandon under-performing activities, strategies or objectives; and
- Reporting and Communications – Document and report findings on the impact of assistance for internal and external purposes.

In the first year of implementation of Rritje Albania, the following activities related to P-BMP were completed:

- Design of Rritje Albania P-BMP according to above mentioned principles;
- Conducted Enterprise Baseline Profiles on all performance indicators (qualitative and quantitative);
- Prepared an Annual Performance Report on P-BMP indicators in April 2010 for the April 2009-March 2010 implementation period;

- Collected regular feedback from enterprises that received short-term technical assistance;
- Tested the draft Quality Mark assessment with 3 client hotels;
- Reported on quarterly findings on quarterly performance indicators as an Annex to Rritje Albania Quarterly Reports.

In year two, Rritje Albania P-BMP activities will focus on following issues:

- Prepare and submit request for approval from USAID for the revised Results Framework and performance indicators;
- Finalize structure of database and set up software with expert assistance;
- Design and conduct an annual qualitative surveys on specific performance indicators with assisted enterprises;
- Design a monetization model, including methodology and underlying assumptions for measuring the impact of one of the project components (productivity);
- Report on quarterly findings on quarterly performance indicators as an Annex to Rritje Albania Quarterly Reports;
- Develop industry-specific models to measure the project cost effectiveness.

In addition, the M&E Specialist will carry out annual data quality assessment reviews as well as ensuring the quality of any data collected by any partners.

D. INDICATORS

To provide the comprehensive coverage needed for reviewing project progress, troubleshooting, and other management tasks, the Rritje Albania M&E system tracks three levels of indicators:

- Program impact (outcome-level) indicators focus on the quantitative measurement of the growth of assisted enterprises by tracking the changes in sales and jobs. These indicators refer mostly to Program Area indicators in USAID Albania's Economic Growth Results Framework and PMP.
- Project Intermediate Results or output-level results, which track the results of Rritje Albania work at the enterprise-level for component 1 – Trade and Investment Capacity Strengthened and component 2 – Enterprise Productivity Improved. These indicators measure the change and improvement of each enterprise in the 5 Key Results Areas. They also measure people trained: the outputs of training events and workforce development initiatives for Component 3 – Workforce Development Improved. These indicators correspond to the Program Element indicators in USAID Albania's Economic Growth Results Framework and PMP.
- Key Result Area indicators or input-level indicators focus on the actual training events, short-term assistance, roundtables, etc supported by Rritje Albania on topics related to each key result area. They correspond to Intermediate Result Indicators in USAID Albania's Economic Growth Results Framework and PMP.

To ensure a useful and meaningful M&E system, all indicators we chose to include had to meet the following criteria:

Relevant. All indicators included in the P-BMP must measure results that fall within the scope of CED's work.

Useful. Data collected should either a) inform management of project progress so that implementation issues can be addressed in a timely fashion or b) be useful and compelling in communicating project impact.

Attributable. Project activities should have a logical and causal effect on the change being measured by the indicator. Successes claimed by the project should be the clear result of project interventions. If there had been no project activity, would the improvements have occurred at the same rate? If the answer is yes, the indicator is not attributable.

Direct. An indicator should measure the result it intends to capture as closely as possible. When direct measures are not possible, proxy indicators can be used.

Objective. An indicator should be singular and unambiguous about what is being measured and the data to collect. Undefined terms such as "successful" or "frequent," for which there are many different interpretations, should be avoided. Each indicator should also measure only one result and not confuse by trying to combine many concepts.

Practical. Data necessary for indicator measurement must be able to be obtained with reasonable time commitment, cost, and effort. Management indicators for the M&E system are based on the overall strategic approach to the project and closely reflect the work plan, capturing the main activities of the project.

The following table lays out the indicators according to the revised Results Framework and the rationale behind each proposed change; targets for year two are also included in this table.

E. Old vs. New Indicators

Primary Objective: Growth and competitiveness of non-agricultural enterprises strengthened				Targets	
Old Indicator	REVISED INDICATOR	Rationale	Baseline	YR1	YR2
1. Number of firms in targeted municipalities that have increased sales as a result of USG assistance	1. Number of assisted enterprises that have increased sales of products and services in domestic and export markets	Streamlining wording of all indicators: assisted enterprises	0	70	95
2. Percent increase in total sales by assisted firms in targeted municipalities	<u>REPLACE WITH:</u> 2. Value of sales of Albanian products and services in export markets by assisted enterprises	The number of enterprises that sales are analyzed and reported will vary by reporting period. An aggregate measure of sales increase (%) across a varying number of enterprises is not useful as a management tool and does not get reported by USAID Albania in their PPR.	0	5%	10%
3. Total increase in sales by client firms in targeted municipalities	<u>REVISE TO:</u> 3. Value of sales of Albanian products and services in domestic markets by assisted enterprises	Revised indicator is the same as USAID/Albania's PMP Indicator 2	0	N/A	10%
4. Percent increase in employment rate in client firms in targeted municipalities	REMOVE	Employment rate is a macro-economic indicator, what we can measure at the enterprise-level is just change in employment, and absolute numbers are sufficient	0	5%	N/ A
5. Total increase in employment in client firms in targeted municipalities	<u>REVISE TO</u> 4. Number of jobs created in assisted enterprises	Same as Indicator 1 in USAID/Albania's PPR and PMP	0	5%	10%
6. Program Cost Effectiveness	SAME 5. Program Cost Effectiveness	SAME	0	2 to 1	3:1

Project Intermediate Result 1 - Trade and Investment Capacity Strengthened				TARGETS	
Old Indicator	REVISED INDICATOR	Rationale	Baseline	YR1	YR2
1.1 Number of firms able to use necessary information, data and other inputs to improve understanding of international market demand and competitive conditions, and the regulatory standards and other requirements for accessing specific markets.	<u>REVISE TO:</u> 1.1 Number of assisted enterprises able to identify and respond to market opportunities.	See worksheet #5 completed: merge two indicators: 1.1 and 1.3	0	20	30
1.2 Number of assisted firms that obtain certification with international quality control, environmental and other process voluntary standards or regulations	<u>REVISE TO:</u> 1.2 Number of assisted enterprises that comply with international standards and regulations	1) Proposed change to USAID Standard indicator → See worksheet #5 completed; 2) In the non-agricultural industries that Rritje Albania works in, enterprises must ATTAIN and RETAIN international standards and regulations, including but not limited to various ISO certification, Quality Mark, etc. Therefore, the indicator's focus on obtaining a certificate is not appropriate to measure compliance with international standards and regulations.	0	5	10
1.3 Number of firms employing ICT to improve goods and services, to identify commercial opportunities and establish contacts with potential international business partners	<u>REPLACE WITH:</u> 1.3 Number of assisted enterprises that successfully accessed bank loans or private equity	1) The use of ICT in trade-related activities is a cross-cutting theme of all assistance and results under KRA 1.1. Instead of counting all of the same results again in this area, to better reflect the USAID Economic Growth Results Framework, this indicator should focus on access to financial services. 2) As this is NOT a USAID standard indicator, Rritje Albania proposes to MERGE the two indicators together, and be more specific in the methodology and definition of the indicator.	0	10	10
KRA 1.1 Trade and Investment Knowledge Improved					
1.1.1 Number of USG supported training events related to trade knowledge and skills	<u>REVISE TO:</u> 1.1.1 Number of USG supported training events on topics related to	Standard USAID indicators EG2.2 Indicator 5	0	5	10

	investment capacity building and improving trade				
1.1.2 Number of persons trained in trade knowledge and skills	<u>REVISE TO:</u> 1.1.2 Number of participants in USG supported trade and investment capacity building training events	Standard USAID indicators EG2.2 Indicator 6	0	100	200
KRA 1.2 Compliance with International Standards and Regulations Improved					
1.2.1 Number of trainings offered in certification with international quality control, environmental and other process voluntary standards and regulations.	<u>REVISE TO:</u> 1.2.1 Number of USG-supported training events on topics related to compliance with international standards and regulations	Input-level indicators revised to match the output-level indicators in PIR 1 (1.2 Number of assisted enterprises that comply with international standards and regulations)	0	5	10
1.2.2 Number of persons trained in certification with international quality control, environmental and other process voluntary standards and regulations.	<u>REVISE TO:</u> 1.2.2 Number of participants in USG-supported events on topics related to compliance with international standards and regulations		0	60	100
KRA 1.3 Access to Financial Services Improved					
1.3.1 Number of USG supported training events related to trade communications and technologies	<u>REPLACE WITH:</u> 1.3.1 Number of USG-supported training events related to access to financial services	Input-level indicators revised to match the output level indicators in PIR 1 (1.3 Number of assisted enterprises that successfully accessed bank loans or private equity)	0	N/A	5
1.3.2 Number of persons trained in trade communications and technologies	<u>REPLACE WITH:</u> 1.3.2 Number of participants in USG-supported training events related to access to financial services		0	N/A	50

Project Intermediate Result 2 - Private Sector Productivity Increased				TARGETS	
Old Indicator	REVISED INDICATOR	Rationale	Baseline	YR1	YR2
2.1 Number of firms implementing technological innovations as a result of USG assistance	REVISE TO: 2.1 Number of assisted enterprises adopting improved technologies	Indicator wording to match USAID Albania PMP Indicator IR1, indicator 4 – current wording better suited to the definition of the indicator	0	70	90
2.2 Number of participants in USG-supported technological innovations training	REMOVE	Not an output-level indicator, SAME as the input-level indicator 2.1.2	0	N/A	N/A
2.3 Number of firms able to reduce production costs as a result of USG assistance	REPLACE WITH: 2.2 Number of enterprises receiving USG assistance to invest in improved technologies	1) An outcome-level indicator, NOT a direct measure of results from Rritje Albania work. 2) Replace with USAID Albania PMP Indicator Sub-IR 1.1, Indicator 1 3) Revised Indicator 2.1 is a subset of this indicator	0	N/A	90
2.4 Number of assisted firms implementing good business management, marketing and governance practices.	REVISE TO 2.3 Number of assisted enterprises adopting improved management practices	Indicator wording to match USAID Albania PMP Indicator IR1, indicator 4 – current wording better suited to the definition of the indicator	0	70	90
2.5 Number of participants in USG-supported training in business management, marketing and governance	REPLACE WITH: 2.4 Number of enterprises receiving USG-supported training to improve their management practices	1) Not an output-level indicator, SAME as the input-level indicator 2.2.2 2) Proposed revision, same as USAID Albania PMP Indicator, KRA 1.2 Indicator 1	0	N/A	120
2.6 Number of firms able to expand existing or penetrate new markets as a result of USG assistance	REMOVE	Same as KRA 1 indicator 1	0	N/A	N/A
2.7 Number of firms that successfully accessed bank loans as a result of USG assistance	MOVE TO KRA 1.3	Moved to KRA 1.3 to better fit with USAID Economic Growth Results Framework	0	N/A	N/A
KRA 2.1 Knowledge of Productivity-Enhancing Technology Improved					
2.1.1 Number of training in technological innovation	REVISE TO: 2.1.1 Number of training events in improved technologies	Same as USAID Albania PMP Indicator Sub-IR 1.1, Indicator 3	0	5	10
2.1.2 Number of persons trained	REVISE TO:	Match with USAID Albania PMP Indicator Sub-IR 1.1,	0	100	200

in technological innovation	2.1.2 Number of persons trained in improved technologies	Indicator 2 (see worksheet 5 completed for this). Whether training is delivered through STTA or a group event, the number of persons trained is the direct measure of this output-level indicator).			
KRA 2.2 Knowledge of Best Management Practice Increased					
2.2.1 Number of training events in business management, marketing and governance practices	REVISE TO: 2.2.1 Number of training events in good management practices	Either update USAID or Rritje Albania Indicator wording to match reporting, (USAID's PMP KRA 1.2 Indicator 3)	0	5	10
2.2.2 Number of persons trained in business management, marketing and governance practices	REVISE TO: 2.2.2 Number of people receiving training in good management practices.	Either update USAID or Rritje Albania Indicator wording to match reporting; (USAID's PMP KRA 1.2 Indicator 2)	0	50	150
KRA 2.3 Market-driven products and services increased (DELETED)					
2.3.1 Number of training events in identification of and response to market opportunities	REMOVE	Measured in KRA 1.1, measured in indicators 1.1, 1.1.1 and 1.1.2	0	5	N/A
2.3.2 Number of persons trained in identification of and response to market opportunities	REMOVE	Measured in KRA 1.1, measured in indicators 1.1, 1.1.1 and 1.1.2	0	50	N/A

Program Intermediate Result 3 - Workforce Development Improved				TARGETS	
Old Indicator	REVISED INDICATOR	Rationale	Baseline	YR1	YR2
3.1 Number of people gaining employment or better employment as a result of participation in USG-supported workforce development programs	NO CHANGE	Same as USAID Abania PMP indicator and a standard indicator	0	50	80
3.2 Number of persons completing USG-supported workforce development programs			0	80	100
3.3 Number of persons participating in USG-supported workforce development programs			0	100	300
3.4 Number of workforce development initiatives created through USG assisted public-private partnerships	NEW	To reflect Rritje Albania’s approach and feed into USAID Economic Growth Indicator 6.3.4	0	N/A	5
KRA 3.1 Effectiveness of pre-employment, vocational, technical and skills training programs improved					
3.1.1 Number of pre-employment and employability programs supported	REVISE TO: 3.1.1 Number of pre-employment, vocational and technical training programs supported	To match proposed change in KRA and reduce double-counting. As this is not a USG standard indicator, nor a USAID Albania PMP Indicator, the change is needed to make the indicator more direct, measurable and to be used for management.	0	2	10
3.1.2 Number of persons participating in USG-supported pre-employment and employability programs supported	REVISE TO: 3.1.2 Number of persons participating in USG-supported pre-employment, vocational and technical training programs supported		0	50	100
KRA 3.2 Effectiveness of technical/ vocational training programs improved (DELETE)					
3.2.1 Number of technical/ vocational training programs supported	REMOVE	Merged above as some programs serve as both pre-employment and technical/vocational training programs – avoid double counting	0	5	N/A
3.2.2 Number of persons participating in USG-supported technical/ vocational training programs	REMOVE		0	50	N/A

F. DATA COLLECTION AND REPORTING

The project's technical team will collect and analyze performance information regularly, and results from the analyses will help determine whether adjustments to the work plan are required. Each technical specialist will be responsible for managing primary data collection and entry for his/her client firms. The baseline profile collected for each assisted enterprise has a qualitative component and a quantitative one (see Annex 3 of Year 2 Work Plan).

Baselines and targets

Given the firm-based focus of Rritje Albania's work, the unit of data collection will be each specific enterprise. The M&E officer will work closely with each business advisor to collect baseline information and build a profile for each client that enables our team to determine feasible and attributable targets. Baselines, targets and milestones will be included in each Client Growth Plan signed. The baseline will consist of the client's sales and attendant employment – **disaggregated by gender, industry, and geographic area** – over the previous 12 months. The advisor and M&E officer collect gross sales and direct employment data from the enterprise on a quarterly basis, broken-down to monthly data. The M&E officer works with the technical team to verify the validity and attributability of all data. On a quarterly basis, the M&E officer and Chief of Party meet to analyze and report the results on a continuing basis to USAID and selected parties.

Data Sources, Collection and Verification

To verify data, the M&E officer will conduct periodic meetings with clients, confirm that the support of the program has brought about the reported results, and solicit suggestions on how the program can improve. If necessary, data will be cross-checked with a variety of sources. The M&E officer reports directly to the Chief of Party in order to provide autonomy from the technical team that works directly with client firms.

Some of the external sources of information are included in the Data Sources column in Section H of this performance-based monitoring plan. Additional data sources include: training sign-in sheets, training assessments and activity attendance sheets for B2B events. Secondary sources of information will be used to triangulate and verify trends and data quality.

Assumptions

As in year one, the most significant results during year two of the project will be recorded at the input and output level indicators. Rritje Albania will continue to collect and analyze program impact indicators and design the methodology to calculate the results attributable to project technical activities.

G.DETAILED PERFORMANCE-BASED MONITORING PLAN

Please note that not all indicators will be measured on a quarterly basis. Rritje Albania will continue to work with the USAID M&E Officer to refine methodologies for calculating each result and ensure data quality.

Primary Objective: Growth and competitiveness of non-agricultural enterprises strengthened							
Indicator	Definition and unit of measure	Data Sources	Method of Data Collection	Frequency	Baseline	Year 1 Targets	Year2 targets
1. Number of assisted enterprises that have increased sales of products and services in domestic and export markets	This is the number of firms that have higher sales in exports and domestic markets. Increased sales are measured by comparing total turnover for the reporting period, as compared to the same reporting period the previous year. Change is measured at the enterprise level	Assisted Enterprises	Quarterly Client Reports	Quarterly	0	70	90
2. Value of sales of Albanian products and services in export markets by assisted enterprises	Increased sales are measured by comparing total turnover for the reporting period, as compared to the same reporting period the previous year. Monthly disaggregated data is collected. Clients from the garment and footwear industry are export-oriented therefore we assume that 100% of their sales are exports. For each client, Rritje Albania asks what % of their sales consists of exports.	Assisted Enterprises	Quarterly Client Reports	Annually	0	5%	10%
3. Value of sales of Albanian products and services in domestic markets by assisted enterprises	Increased sales are measured by comparing total turnover for the reporting period, as compared to the same reporting period the previous year. Monthly disaggregated data is collected. For each client, Rritje Albania asks what % of their sales consists of domestic sales.	Assisted Enterprises	Quarterly Client Reports	Annually	0	5%	10%
4. Number of jobs created in assisted enterprises	Increased employment indicates business growth and a reduction in unemployment. Number of new jobs recorded in each enterprise and compared to jobs during the same period the previous year, to account for seasonality. Monthly averages also used in calculating average growth.	Assisted Enterprises	Quarterly Client Reports	Quarterly	0	5%	10%
5. Program Cost Effectiveness	For every dollar the project invests, we expect an aggregate return of \$10 in client sales over the total life of the project. We will not work with individual firms unless we can reasonably expect an individual 5:1 return on investment	Analysis of aggregate results against activity costs	Project Financial Reports and Assessments	Annually	0		2 to 1

Project Intermediate Result 1 - Trade and Investment Capacity Strengthened							
<i>Indicator</i>	<i>Definition and unit of measure</i>	<i>Data Sources</i>	<i>Method of Data Collection</i>	<i>Frequency</i>	<i>Baseline</i>	<i>Year 1 Targets</i>	<i>Year2 targets</i>
1.1 Number of assisted enterprises able to identify and respond to market opportunities.	The companies successfully access one of the following elements: 1. website, 2. email, 3. folder/ presentation materials for buyer meetings; 4. online applications for trade fairs; 5. STTA work plans; 6. market studies and reports Enterprises that attend trade fairs and	Baseline Profile, Annual Enterprise Profile Update; STTA Reports, Quarterly Client Reports	Annual Profile Update	Quarterly	0	20	30
1.2 Number of assisted enterprises that comply with international standards and regulations	Enterprises that on annual surveys report being audited and receive support/ mentoring from Rritje to successfully obtain or retain certification on buyer-required standards, e.g. Inditex, US Dept of Commerce, Walmart, Etc. in the garment industry, Quality Mark in Tourism, and	Baseline Profile, Annual Enterprise Profile Update, STTA Reports, Quarterly Client Reports	Annual Profile Update	Quarterly	0	5	10
1.3 Number of assisted enterprises that successfully accessed bank loans or private equity	Enterprises recommended, referred to loans or equity opportunities, or supported to complete successful applications.	Baseline Profile, Annual Enterprise Profile Update, Advisor Reports	Annual Profile Update	Quarterly	0	10	10
KRA 1.1 Trade and Investment Knowledge Improved							
1.1.1 Number of USG supported training events on topics related to investment capacity building and improving trade	Events planned in trade knowledge and skills involving: 1. sales and presentation skills; 2. trade fair research skills; 3. preparation to attend trade fairs (training, mentoring, coaching, etc.), 4. Negotiations with buyers, 5. Use of Trade Communications and Technologies include: a. website, b. email, c. folder for buyer meetings; d. online applications for trade fairs; e. other as relevant	Event reports, B2B meeting records, B2B preparation workshops	Rritje Albania/ Partner Event Reports; STTA Reports	Quarterly	0	5	10
1.1.2 Number of participants in USG supported trade and investment capacity building training events	People trained through the above events	Event reports, B2B meeting records, B2B preparation workshops	Rritje Albania/ Partner Event Reports; STTA Reports	Quarterly	0	100	200

KRA 1.2 Compliance with International Standards and Regulations Improved							
<i>Indicator</i>	<i>Definition and unit of measure</i>	<i>Data Sources</i>	<i>Method of Data Collection</i>	<i>Frequency</i>	<i>Baseline</i>	<i>Year 1 Targets</i>	<i>Year2 targets</i>
1.2.1 Number of USG-supported training events on topics related to compliance with international standards and regulations	Training events can be: 1. one-on-one mentoring and coaching from Rritje staff and STTA, 2. sessions held by Rritje staff, STTA and BSP, 3. third-party sessions where participation is supported/ facilitated by Rritje staff or STTA.	Event Reports Training Materials Participants Lists	Event-specific report, follow-up assessments	Quarterly, Annually	0	5	10
1.2.2 Number of participants in USG-supported events on topics related to compliance with international standards and regulations	People participating in the above events	Event Reports Training Materials Participants Lists	Event-specific report, follow-up assessments	Quarterly, Annually	0	100	200
KRA 1.3 Access to Financial Services Improved							
1.3.1 Number of USG-supported training events related to access to financial services	Training events can be: 1. one-on-one mentoring and coaching from Rritje staff and STTA, 2. sessions held by Rritje staff, STTA and BSP, 3. third-party sessions where participation is supported/ facilitated by Rritje staff or STTA. Topics covered on access to finance, overcoming barriers, private equity access, and support for successful application	Event Reports Training Materials Participants Lists	Event-specific report, follow-up assessments	Quarterly, Annually	0	5	10
1.3.2 Number of participants in USG-supported training events related to access to financial services	People participating in the above events	Event Reports Training Materials Participants Lists	Event-specific report, follow-up assessments	Quarterly, Annually	0	60	100

Project Intermediate Result 2 - Private Sector Productivity Increased							
Indicator	Definition and unit of measure	Data Sources	Method of Data Collection	Frequency	Baseline	Year 1 Targets	Year2 targets
2.1 Number of assisted enterprises adopting improved technologies	<p>Technological improvement can entail:</p> <ul style="list-style-type: none"> equipment based innovations: <ul style="list-style-type: none"> cutting capabilities or access to, CAD/CAM capabilities or access too it (free or fee-based); 2. use of internet and communication technologies listed in PIR 1, such as: a. website, b. email, c. folder for buyer meetings; d. online applications for trade fairs; e. other as relevant; <p>In Tourism, it entails:</p> <ol style="list-style-type: none"> Improved content and use of websites, proper use of email for business communication, reservation through hospitality portals (tour operators and hotels); online booking including payment; reservation management software for hotels; marketing through social media; use of e-business marketing for incoming tourists/travelers. 	Baseline Profile, Annual Enterprise Profile Update, Advisor Reports	Client profile updates, Quarterly Reports and STTA Reports	Quarterly, Annually	0	70	90
2.2 Number of enterprises receiving USG assistance to invest in improved technologies	<p>Enterprises mentored/ supported/ trained in any of the following topics. Grant recipients included.</p> <p>Technological improvement can entail:</p> <ul style="list-style-type: none"> equipment based innovations: <ul style="list-style-type: none"> cutting capabilities or access to, CAD/CAM capabilities or access too it (free or fee-based); 2. use of internet and communication technologies listed in PIR 1, such as: a. website, b. email, c. folder for buyer meetings; d. online applications for trade fairs; e. other as relevant; <p>In Tourism, it entails:</p> <ol style="list-style-type: none"> Improved content and use of websites, proper use of email for business communication, reservation through hospitality portals (tour operators and hotels); 	Baseline Profile, Annual Enterprise Profile Update, Advisor Reports	Client profile updates, Quarterly Reports and STTA Reports	Quarterly, Annually	0	n/a	90

Project Intermediate Result 2 - Private Sector Productivity Increased							
Indicator	Definition and unit of measure	Data Sources	Method of Data Collection	Frequency	Baseline	Year 1 Targets	Year2 targets
	4. online booking including payment; 5. reservation management software for hotels; 6. marketing through social media; 7. use of e-business marketing for incoming tourists/travelers						
2.3 Number of assisted enterprises adopting improved management practices	Tourism specific areas: 1. QM assessment and improvements made (hotels) and quality standards for tour operators; 2. contract development, application and compliance; 3. participation in insurance scheme for incoming travelers (tour operators); 4. marketing plan and implementation, 5. other. Garment/ footwear specific improvements: 1. good business management: production employees, banking/finances relations, 2. marketing (middle management training, materials produced, website, email used, etc), 3. HR management systems in place	Baseline Profile, Annual Enterprise Profile Update, Advisor Reports	Client profile updates, Quarterly Reports and STTA Reports	Quarterly, Annually	0	70	90
2.4 Number of enterprises receiving USG-supported training to improve their management practices	Enterprises supported on the above areas.	Baseline Profile, Annual Enterprise Profile Update, Advisor Reports	Client profile updates, Quarterly Reports and STTA Reports	Quarterly, Annually	0	n/a	120
KRA 2.1 Knowledge of Productivity-Enhancing Technology Improved							
2.1.1 Number of training events in improved technologies	Technological improvement can entail: <ul style="list-style-type: none"> equipment based innovations: <ul style="list-style-type: none"> cutting capabilities or access to, CAD/CAM capabilities or access too it (free or fee-based); 2. use of internet and communication technologies listed in PIR 1, such as: a. website, b. email, c. folder for buyer meetings; d. online applications for trade fairs; e. other as relevant; 	Event Reports Training Materials Participants Lists	Event Reports Training Materials Participants Lists	Quarterly, Annually	0	5	10

Project Intermediate Result 2 - Private Sector Productivity Increased							
<i>Indicator</i>	<i>Definition and unit of measure</i>	<i>Data Sources</i>	<i>Method of Data Collection</i>	<i>Frequency</i>	<i>Baseline</i>	<i>Year 1 Targets</i>	<i>Year2 targets</i>
	In Tourism, it entails: 1. Improved content and use of websites, 2. proper use of email for business communication, 3. reservation through hospitality portals (tour operators and hotels); 4. online booking including payment; 5. reservation management software for hotels; 6. marketing through social media; 7. use of e-business marketing for incoming tourists/travelers						
2.1.2 Number of persons trained in improved technologies	People participating and receiving any of the above training	Event Reports Training Materials Participants Lists	Event Reports Training Materials Participants Lists	Quarterly, Annually	0	100	200
KRA 2.2 Knowledge of Best Management Practice Increased							
2.2.1 Number of training events in good management practices	Training events can be: 1. one-on-one mentoring and coaching from Rritje staff and STTA, 2. sessions held by Rritje staff, STTA and BSP, 3. third-party sessions where participation is supported/ facilitated by Rritje staff or STTA. Training Events could cover one or several topics on: 1. good business management: production employees, banking/finances relations, 2. marketing (middle management training, materials produced, website, email used, etc), 3. HR management systems in place	Event Reports Training Materials Participants Lists	Event Reports Training Materials Participants Lists	Quarterly, Annually	0	5	10
2.2.2 Number of people receiving training in good management practices.	People trained through the above events	Event Reports Training Materials Participants Lists	Event Reports Training Materials Participants Lists	Quarterly, Annually	0	50	150

Project Intermediate Result 3 – Workforce Development Improved							
<i>Indicator</i>	<i>Definition and unit of measure</i>	<i>Data Sources</i>	<i>Method of Data Collection</i>	<i>Frequency</i>	<i>Baseline</i>	<i>Year 1 Targets</i>	<i>Year2 targets</i>
3.1 Number of people gaining employment or better employment as a result of participation in USG-supported workforce development programs	<p>This indicator will report on USG-supported workforce development activities that will include workshops, training seminars, discussions, consultations, internships, on-the-job training, coaching and mentoring, and public-private partnerships that contribute to increased or improved knowledge (technology), attitudes, skills, aptitude and behaviors that match job-seekers with employment opportunities.</p> <p>Better employment can be defined as:</p> <ul style="list-style-type: none"> • increased responsibilities within the same workplace; • improved performance within the same workplace; • promotion to a position of greater responsibility and/or salary within the same workplace; and/or • higher retention rates in client enterprises. 	Workforce Development Activity Reports; STTA Reports and Field Trip Reports, Quarterly Client Reports; FGD and Partner Progress Reports	Annual questionnaire Follow-up with USG-supported workforce development programs.	Quarterly, Annually	0	50	80
3.2 Number of persons completing USG-supported workforce development programs	<p>This indicator will report on USG-supported workforce development activities that will include workshops, training seminars, discussions, consultations, internships, on-the-job training, coaching and mentoring, and public-private partnerships that contribute to increased or improved knowledge (technology), attitudes, skills, aptitude and behaviors that match job-seekers with employment opportunities.</p> <p>Completion of a USG-supported workforce development will be measured through full-attendance and/or post-test results. Each individual completing one program/session will be counted as one. An individual completing several programs in the same reported period will be counted as many times as he completes a full program/session.</p>	Workforce Development Activity Reports; STTA Reports and Field Trip Reports, Quarterly Client Reports; FGD and Partner Progress Reports	Annual questionnaire Follow-up with USG-supported workforce development programs.	Quarterly, Annually	0	80	100
3.3 Number of persons participating in USG-supported workforce development programs	Participation in a USG-supported workforce development will be measured through attendance sheets from workforce development programs. Each individual participating in one program/session will be counted as one. An individual participating in several programs of different content/topics in the same reported period will be counted as many times as he completes a full program/session.	Workforce Development Activity Reports; STTA Reports and Field Trip Reports, Quarterly Client Reports;	Annual questionnaire Follow-up with USG-supported workforce development	Quarterly, Annually	0	100	300

Project Intermediate Result 3 – Workforce Development Improved							
<i>Indicator</i>	<i>Definition and unit of measure</i>	<i>Data Sources</i>	<i>Method of Data Collection</i>	<i>Frequency</i>	<i>Baseline</i>	<i>Year 1 Targets</i>	<i>Year2 targets</i>
		FGD and Partner Progress Reports	programs.				
3.4 Number of workforce development initiatives created through USG assisted public-private partnerships	Rritje Albania works with existing non-profit organizations, private educational institutions, technical and vocational training schools and centers to support pre-employment and employability programs. This support can and will also take the form of public-private partnerships between Rritje Albania client enterprises, building upon PPP models from other USAID projects. MOUs or contracts will be signed with these partners.	Contracts and MOU signed	Rritje Albania records	Annually	0	n/a	5
KRA 3.1 Effectiveness of pre-employment, vocational, technical and skills training programs improved							
3.1.1 Number of pre-employment, vocational and technical training programs supported	These programs can include but not be limited to: <ul style="list-style-type: none"> • job fairs, • internship programs; • pre-employment motivational training • training-of-trainers, • toolkit pilot workshops, etc 	Contracts MOUs signed	Rritje Albania Records, Partner Reports	Quarterly, Annually	0	5	10
3.1.2 Number of persons participating in USG-supported pre-employment, vocational and technical training programs supported	People participating in any of the above programs	Participant Lists, Contract/ Partner Reports	Partner Reports	Quarterly, Annually	0	50	100